

ANALYSIS OF TALENT DEVELOPMENT INFLUENCE ON EMPLOYEE PRODUCTIVITY AT HR CENTRE BANDUNG PT . TELEKOMUNIKASI INDONESIA 2011

Yuni Eka Pradipta Ningrum and John Welly
School of Business and Management
Institut Teknologi Bandung, Indonesia
yuni.eka@sbm-itb.ac.id

Abstract—An asset of the company's that is most important and valuable is its employees, and on the basis of these considerations PT. Telekomunikasi Indonesia designing a new training program called the Talent Development. Talent Development is intended for training employees in PT. Telekomunikasi Indonesia and held for 6 months. This final paper is focus to find the degree of influence on talent development towards the level of employee productivity and to find the backwards in the implementation of talent development at PT. Telekomunikasi Indonesia, and provide new solutions and implementation plans for improvements to the talent development program. Research methodology used in this study is quantitative and qualitative by distributing questionnaires to 100 employees and also through interviews with some of the relevant manager. In this case, the main problem lies in the methods of talent development that according to questionnaires, the participants felt boring and monotonous so they cannot absorb the material that had been presented well. And the proposed solution is to add talent mapping program and also add some new learning methods such as role play, case studies, rolling assignment, and others which the learning process is not only done in the classroom but also outside the classroom or in work situation directly.

Key words: PT. Telekomunikasi Indonesia, Talent Development, Employee Productivity

I. INTRODUCTION

The telecommunications industry is a hypercompetitive industry, where competition occurs so quickly that the competitive advantage held by the company may be lost due to the movement of competitors or the company itself. Competitive rates or tariff, advertising, and products services are actively conducted by the Indonesian telecommunications companies. As market leader, Telkom has a very dominant role for the continuity of development of the company and also to maintain its position. Telkom also wants to increase the productivity of employees through talent development, therefore Telkom have high expectations in the talent development program that just implemented in late 2009. Based on interview with Mr. M. Saptari as manager of Talent development on January 19 & 26 2012, the main problem faced by PT. Telekomunikasi Indonesia is although currently

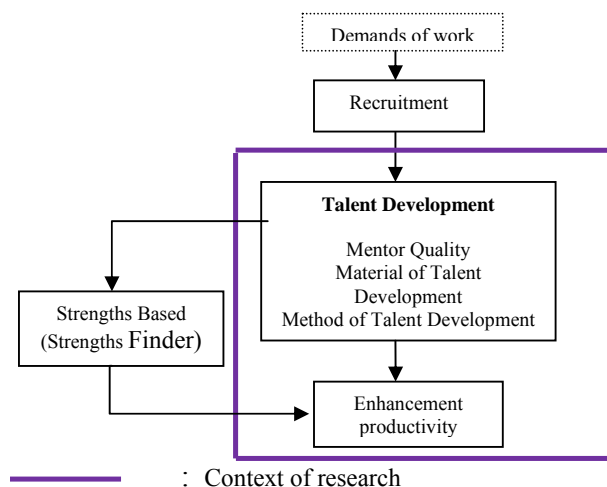
running talent development program for almost two years but still not achieved the expected outcome. It is seen from the KPI (Key Performance Index) that only rose slightly just about 2% from previous year and still below target that PT. Telekomunikasi Indonesia wants to achieve through talent development. Based on this problem, Mr. Saptari wants to know what is the root cause on talent development implementation and how to solve it through this research in order to increase employee productivity. This final paper is focus to find the degree of influence on talent development towards the level of employee productivity and to find the backwards in the implementation of talent development at PT. Telekomunikasi Indonesia, and provide new solutions and implementation plans for improvements to the talent development program.

II. BUSINESS ISSUE EXPLORATION

As for the components that support the success of development activities according to manager talent development, technical implementation depends on:

1. Mentor quality
2. Material of talent development
3. Method of talent development

A. Conceptual Framework



B. Method of Data Collection and Analysis

There are four variables in this research; the three are independent variables (independent variables) and one dependent variable (dependent variable).

- a. Independent variables :
 - 1) Mentor Quality
 - 2) Material of Talent Development
 - 3) Method of Talent Development
- b. Dependent variable :
Employee productivity

In order to improve reliability of its description, author should explain the required data base and method. Method of data collection in this research is through:

- a. Study Literature
Study literature was conducted for collecting secondary data. Literature study is to collect supporting data that has been collected by others. Study literature in this study came from several sources such as books, annual reports Telkom, other official documents from Telkom as well as data from the internet related to research.
- b. Questionnaires
Questionnaires distributed to new employees who have been following the talent development program. The questionnaire consists of two parts, where in the first part is the data of respondents, while the second part is the statements that must be answered by the respondents. The questionnaire consists of 27 statements, and includes aspects of talent development and the level of employee productivity.

In this research using Likert type scale. Sugiyono (2005:86) states that "Likert Scale used to measure attitudes, opinions, and perceptions of a person or group of people about the social phenomenon". With a Likert type scale, then the variables to be measured are translated into indicators. Then, the indicators serve as a starting point for preparing the statements contained in the questionnaire. Alternative answers to each question are provided in the form of Likert scale which has gradations from very positive to very negative. In this case the measurement scale used is as follows:

- a. Excellent = Score 4
- b. Good = Score 3
- c. Fair = Score 2
- d. Poor = Score 1

The sample for this research based on Slovin model is 100 people with the following distribution:

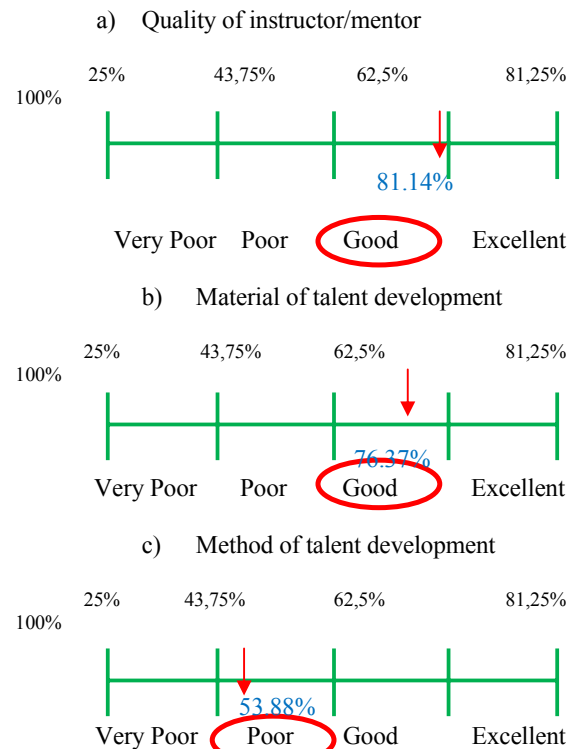
	Number of HR Centre employees who attend the talent development
October 2010	20 people
April 2011	18 people
July 2011	32 people
October 2011	30 people
Total	100 people

Data analysis technique that will be used in this research is the inferential statistical methods. This method analyzes the relationship between variables with doing some testing a hypothesis and concludes

the research. To simplify the calculation of the validity and reliability, as well as to obtain accurate data and minimize errors, data processing is done with the help of SPSS software ver 17.0

C. Analysis of Business Situation

Research on talent development in PT Telekomunikasi Indonesia is conducted by spreading the questionnaires to 100 respondents that contains 18 items of the statement. Talent development can measure based on the components of talent development as follows:

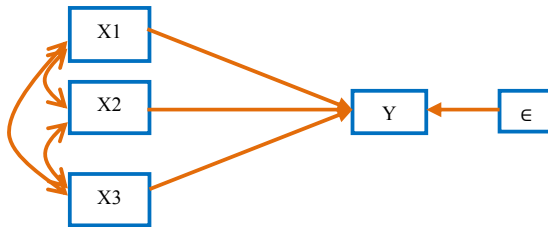


As additional data for the "Employee Productivity" researcher have conduct several interviews with managers in HR Centre of PT. Telekomunikasi Indonesia on 27th April 2012. The results from interviews are:

- a. Performance of new employee in HR Centre is not bad but not good also (in stagnant position)
- b. Competence that showed from new employee in HR Centre is not too riveting and outstanding
- c. Performance of new employee in HR Centre has not met the expectation of the manager or supervisor.

In path analysis the variables that were analyzed can be divided into two categories, namely exogenous and endogenous variables. In this research, the exogenous variables are the quality of mentor / instructor (X1), Material of talent development (X2) and the method of talent development (X3) while the employee productivity is an endogenous variable (Y).

To explain the causal relationship between exogenous and endogenous variables are described in the following figure:



From the equation above, the researcher is made of the structural equation model as follows:

$$Y = \rho_{yx_1}x_1 + \rho_{yx_2}x_2 + \rho_{yx_3}x_3 + \epsilon$$

Path coefficients are denoted by the symbol ρ indicates the magnitude of the correlation of the variables that affect (X1, X2, and X3) of the variable that is affected (Y).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,879(a)	,772	,763	40,29108

Analysis :

- The numbers R Square (coefficient of Determination) is 0,772. This means 77,2% of the influence of talent development to employee productivity is explained by the dimension of the quality of the trainer/mentor, material of talent development, and method of talent development. While the remaining 22.8% (100%-77,2%) is explained by other causes.
- Figures in column R of 0.879 explain the magnitude of the correlation between the variable quality of the instructors / mentors, materials and methods of talent development talent development towards the employees' productivity simultaneously.

Hypothesis testing is done via the F test statistic, with the provisions of repulsion ho if F_{hitung} larger than F_{tabel} and contrarily accept ho if F_{hitung} smaller or equal to F_{tabel} by looking at the annova under this:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	522975,233	4	130743,808	80,538	,000(a)
	Residual	154220,238	95	1623,371		
	Total	677195,471	99			

Based on the data processed above were obtained for F_{hitung} about 82.406 and f_{tabel} for about 2.48 with sig value of 0.000 by taking significant level of α of 5% (0.05), then with this value of sig $f = 0.000 < \alpha = 0$,

05 shows a significant, then H_0 is rejected and H_1 accepted. This means that the quality of instructors / mentors, materials of talent development, and methods of talent development simultaneously gives significantly influence towards employee's productivity.

Statistical test used was t-test, and the analysis are:

- The table above illustrates the following explanation:
 - The contribution of quality instructors / mentors (X1) which is directly impact on employee productivity (Y) is 0.6262 = 0.391876 or 39.18%
 - The contributions of talent development material (X3) that directly affect the employee productivity (Y) is 0.2182 = 0.047524 or 4.75%
 - The contribution of talent development methods (X4) that directly affect the employee productivity (Y) is 0.7372 = 0.543169 or 54.31%
- Further t_{hitung} value that can be seen in Table 3.8 and will be compared with the value of t_{tabel} , for $n = 100$ with a standard error = 0.05 (5%) and degrees of freedom (db) = $n - m = 100 - 4 - 1 = 95$. In the tests conducted on two sides, t_{hitung} obtained figures of 1.98. Where the hypothesis test based on t test, namely:
 - If statistics $t_{tabel} < t_{hitung} < t_{tabel}$, then H_0 is accepted
 - If statistics $t_{hitung} > t_{tabel}$, or $t_{hitung} < t_{tabel}$, then H_0 is rejected

Variabel	Direct Influence	Simultaneously Influence			Total Influence
		X ₁	X ₂	X ₃	
X ₁	39.18%	0	-3.88	-	24.28
X ₂	4.75%	-3.88	0	4.29	5.16
X ₃	54.32%	-	4.28	0	47.58
R square					77,2

III. BUSINESS SOLUTION

By looking at the items on the statement of the method of talent development variables can be concluded that the method of Talent Development by PT Telekomunikasi Indonesia is still far from the expectations of the participants so that needed some repair and overhaul to change the method of Talent Development to be better. According to the results of the questionnaire, the method that had been used lead to boredom for participants. This is indicates that the method used is monotonous and need for some improvements, as most participants felt bored with the method used.

From the results of data processing, the most impact that influences employee productivity is from method of talent development (X3). However, the methods of talent development has worst feedback from the respondents, so PT. Telekomunikasi Indonesia should pay attention to the elements based

on the results of a questionnaire as a material to improve the previous method.

A. *Alternative of Business Solution*

After doing some discussion with Mr. Saptari as Manager talent Development, to reduce the boredom that occurs can be done by benchmarking from best practice talent management that have been done by big company in Indonesia such as Unilever and Astra. These two big company have done some employee development program and employee engagement program that worth it to follow by PT. Telkom. There are three important points in this best practice talent management, which are :

1. The top talent will bloom more if they have the strong level of employee engagement. Employee engagement (EE) is the engagement of employees, both on the job or the company. High EE has always had a positive correlation with employee performance.
2. Talent development process will only succeed if it appears that the full support of the BOD (board of directors). for example how Unilever BOD annually dedicate a special meeting outside Jakarta (off site meeting) for 2-3 days, which aimed to discuss the company's maps talent. This BOD Meeting called the Talent Review Meeting.
3. The opportunities for personal development undertaken by a systematic manner. There is no doubt, a successful talent management process will only appear if there was a space for self-development that is constant and continuous.

So, PT Telkom should do that best practice that have been done in Unilever and Astra, beside doing some best practice management, PT Telkom can do several program, which are:

- a. Enhance the learning group discussions so the attendees can interact with other participants to be more active and the learning process becomes not monotonous and can evoke the spirit of learning of participants. Discussion group may include role play about the cases often occur in the workplace.
- b. Improve the delivery of learning through case studies along with discussion topics for participants to improve the analytical thinking and ability to solve some problems
- c. Improve the delivery of the material in theory and practically to the field (workplace). So that participants not only learn theory in the classroom but also can practice the results of the analysis in the field
- d. Hold a rolling assignment session in the talent development program so participants have a basic knowledge in each division
- e. Adding talents mapping session which contains; Talents Mapping, Leadership Training, Motivation Training, Character Building, Spiritual Training

IV. CONCLUSION AND IMPLEMENTATION PLAN

Based on the results of the research that has been done, several conclusions can be taken to give an answer to the purpose of doing this research, i.e. as follows:

- a. Assessment of participants on the implementation of talent development PT. Telekomunikasi Indonesia viewed from the Quality of mentor / instructor (X1) is in category good. It is based on the percentage of respondents to the Quality of the mentor / instructor (X1), amounting to 81.14%, which is located on the classification of 62.5% - 81.25%. Respondents assess the quality of mentor / Instructors in talent development is qualified and experienced as an instructor or teacher, because they presented the material clearly and in accordance with the objectives that wants to achieve and mastered the material well.
- b. Assessment of participants on the implementation of talent development PT. Telekomunikasi Indonesia viewed from materials talent development (X2) is in category good. It is based on the percentage of respondents to the material of talent development variables (X2), amounting to 76.37%, which is located on 62.5% - 81.25% or in category good. Respondents considered that the material given in talent development is accordance with the curriculum syllabus and the objectives to be achieved through talent development.
- c. Assessment of participants on the implementation of talent development PT. Telekomunikasi Indonesia viewed from the methods of talent development (X3) is in category poor. It is based on the percentage of respondents to the variable methods of talent development (X3), amounting to 53.88%, which is located on 43.75% - 62.5% or in category poor. Respondents felt that talent development method used is not good enough, thus absorbing the understanding of participants in the absorbing material. This is due to the method used is too monotonous and make the participants become bored quickly so that the results obtained through the Talent Development not quite good.
- d. Employee productivity after attending talent development PT Telekomunikasi Indonesia in 2011 has a good assessment from the respondent. It is based on the percentage of respondents to the employee's productivity variable (Y), amounting to 78.05%, which is location at 62.5% - 81.25% or in "good" category. Respondents feels that they have done a good job but according to several HR Centre managers, their competences is just same as other employee that not followed talent development and their performance is not riveting and not meet their expectation.

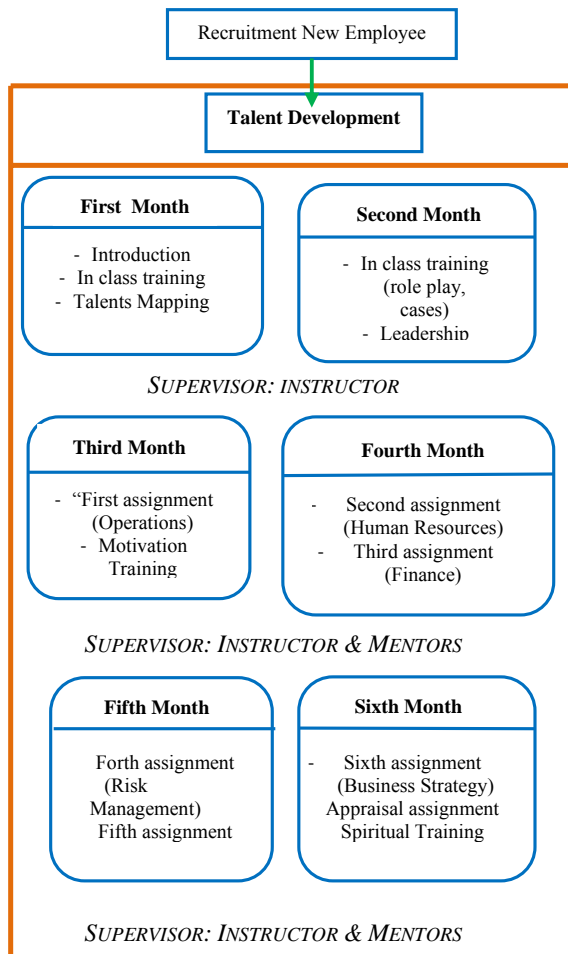
Based on research that has been done, it can be concluded that there is a simultaneous influence of

the variable quality of instructor / Mentors, materials of talent development and methods of talent development towards employees' productivity.

R Square value of 77.2% indicates that 77.2% of employees productivity affected by the variable quality of instructor / Mentors, materials of talent development and methods of talent development, while the remaining 22.8% is explained by other causes. It is likely influenced by several things, namely:

- There are other variables that are not identified
- There are variables that were identified in this research but not included
- There are other variables that are not identified and not included in this research

In this implementation plan who will act as a supervisor are an Instructor who will provide the direction in the classroom and the Mentors who provide direction in the field. All these activities will under the responsibility of Manager of Talent and Development. This Implementation plan will take place for six months as follows:



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1. First Month

Activities undertaken in the first month will be supervised by instructor

- Introduction**
An introductory session among the participants and also to get know better PT. Telekomunikasi Indonesia
- In class training**
Classroom learning about the subject or the theory of each assignment that will be provided to each participant
- Talent Mapping Session**
In this session, each participant will fill out questionnaires about themselves and will also be interviewed by HR assessment. This session aims to find the talent that possessed by each participant which will affect to the job placement

2. Second Month

Activities undertaken in the second month will be supervised by instructor

- In class training**, which contains a role play in addressing a case and each group will demonstrate and present the results of what they had discussed
- Leadership Taining**
There are various games and exercises on the free team building games section that work well for demonstrating, assessing and developing leadership.
- Character Building**
Facilitate participants in improving positive and creative mindset, create self build quality, and establish good communication patterns.

3. Third Month

Activities undertaken in the third month will be supervised by instructor and mentor

- Motivation Training**
This practical motivation training will help participants to understand and learn most powerful types of motivation and how to use them to achieve creative and commercial success.
- First assignment (Operation)**
In the first and second week will be filled with learning in the classroom about operations theory that will be taught by the instructor and then in the third and fourth week will be filled with the assignment tasks in the field related to the operation that will be supervised by a mentor-related

4. Fourth Month

Activities undertaken in the fourth month will be supervised by instructor and mentor

- Second assignment (Human Resource)**
These activities will be conducted in the first and second week, where its activities

- in the form of role play, case studies and invited expert speakers in related fields
- b. Third assignment (Finance)
These activities will be conducted in the third and fourth weeks, where activities in the form of role play, case studies and invited expert speakers in related fields
- 5. Fifth Month
Activities undertaken in the fifth month will be supervised by instructor and mentor
 - a. Fourth assignment (Risk Management)
These activities will be conducted in the first and second week, where its activities in the form of role play, case studies and invited expert speakers in related fields
 - b. Fifth assignment (Marketing)
In the third week will be filled with learning activities in class training and on the fourth week the participants will be learning in the field
- 6. Sixth Month
Activities undertaken in the sixth month will be supervised by instructor and mentor
 - a. Six assignment (Business Strategy)
These activities will be conducted in the first and second week, where its activities in the form of role play, case studies and invited expert speakers in related fields
 - b. Appraisal assignment
From the sixth assignment, the instructor and the mentor will assess the results of each participant and these results are important factors that will be the determinant of whether the participants who have followed the development talent is worthy to be appointed as permanent employees of PT. Telekomunikasi Indonesia

- c. Spiritual Training
Training that brings together the intellectual, emotional, and spiritual into a integrated competency

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